

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report Of	POLICE AND CRIME COMMISSIONER
Subject	CORPORATE GOVERNANCE BOARD REPORT
Date	
Author	LIZZIE STARR, HEAD OF PERFORMANCE AND OPERATIONS, OFFICE OF POLICE AND CRIME COMMISSIONER CLARE HAGIIOANNU, EVALUATION AND SCRUTINY OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER

Purpose of Report

1. To provide the Panel with an update of the Corporate Governance Board and the oversight of Leicestershire Police performance by the Police and Crime Commissioner for Leicester, Leicestershire and Rutland and his Office.

Recommendation

2. The Panel is recommended to discuss and comment: -
 - a. Note the contents of the report
 - b. seek assurance on any specific areas of concern and request further information where required and within the scope of their role

Background

3. As previously reported to the Police and Crime Panel, at the request of the Police and Crime Commissioner, the Head of Performance and Operations has developed a new strategy in which the Police and Crime Commissioner will hold the force to account. This has been designed to strengthen the existing internal performance management arrangements and improve the transparency around the accountability process. This was presented in full to the panel on the XX.
4. The accountability strategy has enabled the previous accountability mechanisms to be streamlined, yet enhanced, as such a new transparent board meeting, the Corporate Governance Board has been set up to provide the strategic oversight, accountability and scrutiny of Force performance by the Commissioner, replacing all previous arrangements.
5. The narrative report of the Corporate Governance Board is attached in full as Appendix 1. This report summarises the key areas in which the Commissioner has inspected Force performance.

Attachments:

Appendix 1: Corporate Governance and Accountability Report

Implications

Financial: The changes to the approach to governance has achieved greater efficiency but that said in light of the changing landscape at a national level greater investment may be required to enable the increased scrutiny requirements.

Legal: The Governance and Accountability provides the means and forum for the Commissioner to hold the Chief Constable to account which is a statutory requirement the role.

Equality Impact Assessment: None

Risks and Impact: The strategic landscape for Policing and Police and Crime Commissioners is changing with a greater emphasis on closer scrutiny and performance management. For instance, the recent work between NPCC/APCC and the Home Office requires a more forensic approach to scrutiny than ever before which may have implications for both the for and OPCC. There are other areas of work which will be overseen in a similar way. Therefore, this risk and subsequent and likely impact will be monitored closely and slight changes may have to be put in place. The changes could include increased capacity and capability in managing and analysing performance, frequency and duration of oversight meetings and more intrusive style of accountability.

Link to Police and Crime Plan: The delivery of the Plan will be monitored through the performance framework reported to the Corporate Governance Board

Communications:

Person to Contact

Elizabeth Starr, Head of Performance and Operations

Tel: 0116 2298980

Email: Elizabeth.starr8921@leicestershire.pnn.police.uk

Shared Performance Mailbox: Performance@leics.pcc.pnn.gov.uk

Clare Hagioannu, Evaluation and Scrutiny Officer

Tel: 0116 2298980

Email: Clare.Hagioannu7837@leicestershire.pnn.police.uk



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

CORPORATE GOVERNANCE BOARD

**17/01/2022 &
24/01/2022**

Contents

- 1. Overview, attendance and purpose**
- 2. 17/01/2022 - Finance**
 - i. Medium Term Financial Plan and the proposed precept increase**
- 3. 24/01/2022 – Emerging National and Local Policing Issues**
 - i. Policing elections**
- 4. Operational Performance**
 - i. Violence Against Women and Girls (VAWG)**
- 5. Transformation and Change (Target Operating Model)**
- 6. People**
 - i. Retention and Recruitment**
 - ii. Vetting**
- 7. Corporate Risk**
 - i. COVID**
- 8. HMICFRS**
- 9. Police and Crime Delivery Plan**

1. Overview, attendance & purpose

Overview

The Corporate Governance Board (CGB) meeting was held in two parts, one meeting dedicated to the budget discussions and a further meeting the following week to discuss the remaining agenda items. Both board meetings were held in person on 17th January and the 24th January 2022 at Force Headquarters. This is a newly established board which has replaced what was previously known as the Strategic Assurance Board (SAB).

Attendance

Office of Police and Crime Commissioner

Mr R Matthews (Police and Crime Commissioner)
Mr David Peet (Chief Executive)
Mrs L Starr (Head of Performance and Operations)
Miss K Hughes (Interim Chief Finance Officer)
Mr Mike Veale (Strategic Advisor to the PCC)

Office of Chief Constable

Mr S Cole (Chief Constable)
Mr R Nixon (Deputy Chief Constable)
Mrs J Debenham (Assistant Chief Constable)
Mr D Sandall (Assistant Chief Constable)
Mr P Dawkins (Assistant Chief Officer (Finance))
Mr A Kelly (Assistant Chief Officer (Human Resources))
Mr C Kealey (Head of Communications and Engagement)

Purpose

The purpose of the CGB is to enable the Commissioner to effectively hold the Chief Constable to account by receiving and challenging briefings provided by the Chief Officer team, and presenting these conclusions to the Police and Crime Panel, in line with the Corporate Governance Accountability Strategy developed in 2021. The purpose of this report is to highlight the main points covered in the latest CBG, in the following format:

- i. Overview of issue
- ii. Force update/overview
- iii. Police and Crime Commissioner response (where appropriate)

2. Finance

Medium Term Financial Plan (MTFP) and the proposed precept increase

Overview: The Force's Chief Finance Officer (CFO), Paul Dawkins, and the OPCC Interim CFO, Kira Hughes, have been working simultaneously on the MTFP for the upcoming 4 financial years (until 31st March 2026). The MTFP is an extensive document crafted by the OPCC with aid of Force colleagues, setting out the expected costs of Leicestershire Police's services for the forthcoming financial years.

Force update: At the CGB held on the 17th January, Mr Dawkins presented the highlights of the MTFP and sought a response from the Commissioner for the proposed Band D precept increase options. The requirement for an increase is a result of a number of factors, mainly the increasing requirement for local precept funding, paired with an increasing population and cost per head. The options covered the level of precept and use of the budget surpluses in 2022-23 and 2023-24, as follows:

- a. **Option 1 (green) – Increase precept by £10.00 per Band D property, which produces a net surplus of £1.73m over the MTFP period after funding the deficits in 2024-25 and 2025-26. No revenue contribution to capital is included which will result in revenue debt charges increasing from £3.6m in 2021-22 to £6.7m in 2025-26.**
- b. **Option 1 (orange) – Increase precept by £10.00 per Band D property, which produces a net deficit of £1.1m over the MTFP period. The maximum revenue contribution to capital is included which will result in revenue debt charges increasing from £3.6m in 2021-22 to £5.1m in 2025-26.**
- c. **Option 1 (blue) – Increase precept by £10.00 per Band D property, which balances the MTFP. This is a hybrid option of 1 and 2 which will result in revenue debt charges increasing from £3.6m in 2021-22 to £6.3m in 2025-26.**
- d. **Option 2 (yellow) – Increase the precept by £8.00 per Band D property, which results in a deficit of £1m over the MTFP period. No revenue contribution to capital is included which will result in revenue debt charges increasing from £3.6m in 2021-22 to £6.7m in 2025-26.**
- e. **Option 3 (grey) – Increase the precept by £6.00 per Band D property, which results in a deficit of £3.7m over the MTFP period. No revenue contribution to capital is included which will result in revenue debt charges increasing from £3.6m in 2021-22 to £6.7m in 2025-26.**

Commissioner response: The Commissioner proceeded with Option 1 (Orange) as his final decision, however, noted that with this option he would expect an efficiency target to counteract the net deficit of £1.1m which was agreed by the board. The Commissioner chose not to proceed with options 2 or 3 (£8 and £6 increases) as these options resulted in both a deficit and a larger increase in debt charges. The Chair was also not comfortable in proceeding with option 1 (green) as this produced a surplus, which if not used effectively would be open to public scrutiny. The Commissioner emphasised the need to maintain officer levels to at least 2242 which was recognised by all colleagues as the maximum and viable number to be achieved within the current financial constraints.

As part of this proposed increase, the Commissioner carried out a public consultation exercise. The OPCC Chief Executive, David Peet, informed the board that while there was still 2 days remaining on the consultation, just under 2,500 responses were submitted at the time of this CGB, 72% of which were

supportive of the £10 increase which was well received by the board. No members of the board expected a change to the responses within the two days and so the Commissioner stated that should responses follow the same trend, this decision would be final.

Update after close of consultation: Option 1 (orange) was final.

The full budget report was presented to the police and crime panel on 2nd February 2022 by the Interim Chief Finance Officer, Kira Hughes.

3. Emerging National and Local Policing Issues

Policing elections

Overview: The Commissioner is passionate about the electoral system being protected from fraud and corruption. Whilst it is not widespread, there is a history of electoral fraud in England and Wales, such as in the July by-election in Oakham South wherein a number of fake ballots were found dumped in a bin ahead of the by-election. This was a shameful occurrence that all parties rightly condemned as an appalling attempt to sabotage the democratic process, but was thankfully spotted by a member of the public and is currently being thoroughly investigated by Leicestershire Police.

Force update: ACC David Sandall delivered a verbal update on Leicestershire Police's approach to policing elections. The update included that the force has an authorised election practice and a formal guide on how to police elections. It was also made known that the force has specialist resources and dedicated SPOCs to have up to date knowledge on the policing of elections. The force also attends partnership briefings with the council, as well as scheduled meetings prior to elections where upcoming events are discussed and clarifications on what constitutes an arrest as this is often misunderstood.

Commissioner's response: The Commissioner made clear that these practices are expected to be implemented at the forthcoming elections at whatever level and position is being decided. The Commissioner has also called on other OPCCs for notable practice to inform this process further and awaits this information from the Knowledge Hub. Further to this the Commissioner has requested a full written report to be presented by the Force at the March Corporate Governance board.

Action: The OPCC to raise the policing of elections with the APCC Notable practice forum

Action: A full paper on briefing local elections to be brought to the next CGB meeting.

4. Operational Performance

Violence Against Women and Girls (VAWG) and Spiking

Overview: Violence Against Women and Girls (VAWG) is a standing agenda item for the CGB as it is a key priority of the force since the initial HMIC inspection - this allows for regular updates and discussion, and challenge where necessary by the Commissioner.

Force update: The board received a performance update report. ACC Julia Debenham provided a verbal update to the board. ACC Debenham informed the board that there is a new national VAWG policing framework with three key pillars: improving trust and confidence in policing; relentlessly pursuing perpetrators; creating safer spaces. ACC Debenham informed the board that she will revisit this topic along with a force action plan to the March CGB.

ACC David Sandall provided a verbal update for the board on the standing agenda item of drink spiking. ACC Sandall informed the board that there have been a total 199 spiking offences since September 2021, with the large majority being drink spiking and the minority injections. ACC Sandall notes that the numbers of reports are decreasing, likely due to less media coverage. ACC Sandal then notes that the biggest challenge with spiking offences is that they are very difficult to prove – this is due to a number of factors such as poor CCTV equipment in night clubs/bars, unreliable witnesses, spiking injection wounds being unidentifiable among others. This coupled with the fact that there is a large cost and time effort to submit samples to toxicology and await results often results in very low prosecution levels. ACC Debenham also added that there has been very few spiking via injection reports that have corroborative evidence (visible marks on skin).

Commissioner's response: OPCC Chief Executive David Peet asked the Chief Officer Team how this issue was being tackled operationally, to which the chief officer team responded that it is monitored by the night time economy board, as well as regular police engagements with DeMonfort University and the University of Leicester.

Action: Agreed to retain Violence against Women and Girls and drink spiking as a recurring agenda item

5. Transformation and Change

Target Operating Model (TOM)

Overview: Leicestershire Police has been operating under the TOM model Since March 2020. The model was put in place to address ongoing challenges with increased demand, complex crime, and to balance local needs with resources. The model introduced multi skilled Neighbourhood Patrol Officers, a Detective Inspector in each area, locally led investigation and increased supervision. Eight defined policing areas became nine, splitting the city into 4 areas and having a clear distinction between County and City boundaries, creating a new area for Melton and Rutland, and Harborough connecting with Oadby and Wigston. This created a designated commander for Melton & Rutland. The new model provides a better service for the people of Leicester, Leicestershire and Rutland, strengthening the neighbourhood policing approach, providing more resilience and capacity in local areas and providing a solid platform for recruitment and growth.

This is a standing agenda item for the CGB, and it was discussed at the previous board (November 21) by ACC Debenham that there have been some challenges with rising demand since moving out of lockdown, but the overall consensus is that the Force is coping well. At the previous board, it was also indicated by the COT that the model could adapt with the finalised Police and Crime Plan

The Commissioner opened the discussion by requesting that the Force provide a report that summarises generally what the TOM is, providing also a summary of how the Chief Officer Team (COT) plans to review its successes. The Commissioner informed the board that the public are not as familiar with the model as the force are and that they would benefit from a more detailed report. The PCC also emphasised the need for all organisational change project and transformation programmes to be regularly reviewed so that the business cases deliver the business benefits prescribed.

Force update: DCC Rob Nixon agreed that the COT will provide the Commissioner with a high-level overview of the TOM model and its objectives, with an update on its success, to be delivered at the March CGB.

Commissioner's response: The Commissioner agreed to this.

Action: A full high-level brief report to be provided at the March CGB meeting.

6. People

i. Retention and Recruitment

Overview: The Commissioner received a revised version of the Recruitment Monitoring and Trends Analysis paper.

Force update: The COT provided the commissioner with the recruitment monitoring paper, presented by ACO (HR) Alastair Kelly.

Commissioner's response: The PCC expressed his dissatisfaction with the paper for a second time, stating that not enough detail is given in areas such as the attrition rates, along with a lack of capturing themes and trends from exit interviews. The Commissioner said this report was to be revised for a third time, and the Commissioner would send the COT a detailed written request outlining his expectations. This was agreed by the board and will be revisited in the March CGB.

Action: OPCC to liaise with the Force to agree the content of the report and add this to the forward plan for a future CGB Meeting.

The following questions have been raised and areas of focus have been subsequently agreed for presentation in a forthcoming report:

Recruitment

- What specifically has been done to achieve recruitment targets?
- What analysis has been undertaken to know or understand what works?
- What analysis has been undertaken to satisfy yourselves the initiatives you run present value for money?
- In order to meet future targets and based on your analysis what initiatives will you be undertaking?
- What initiatives do you have for various demographics, what works and how much, e.g. disability, city v rural v suburban?
- What is the strategy for the degree holders programme, is it in line with the national programme?
- What analysis has been undertaken to gauge the impact of degree-only entry on demographics of recruits?
- What efforts have been made to encourage high-level recruitment from outside the Force?

Retention

- What analysis or investigation has been undertaken to understand the reason why people leave the organisation?
- What are the reasons why people prematurely leave?
- What work has been undertaken to understand disparity with the retention figures?
- What programmes have you got in place to ensure the police continues to be an attractive offer to all including under representative groups?
- What are the underrepresented groups?
- Is there any data from previous years to guide the force on how best to approach the retention issues?
- Has a cultural audit been undertaken in the force?

Promotion

- What processes do you have for active talent management?
- What works, how much does it cost, what are the business benefits?
- What are the intended outcomes and what results have been achieved so far?
- What are the leadership programmes you have in place and what outcomes do you project?
- How are disparate demographics reflected in promotion figures?

i. Vetting

Overview: There has been a light shone upon the UK's forces vetting procedures and standards following the tragic murder of Sarah Everard. The shocking murder raised questions nationally about how any Police Force could allow such an individual to be a member of the force and whether or not there were any points PSD/Vetting could intervene.

Force update: DCC Rob Nixon informed the board that observations of the Force's vetting department are positive overall and there are no areas for concern. The current grading of the vetting department is 'good'. There is an upcoming HMICFRS inspection of eight forces vetting departments, however Leicestershire Police is not one of them. The COT expressed that on the publication of this report, Leicestershire Police will assess all recommendations made against Leicestershire's department's practice, and improvements will be made where necessary.

Commissioner's response: The PCC accepted this and requested the HMIC report is shared with him.

Action: HMICFRS report to be circulated to the CGB Board members when available.

7. Corporate Risk

COVID:

Overview: Restrictions for the public have now been entirely lifted nationally. Leicestershire Police continue to take measures to protect the Force and the public, such as maintaining limits of people in public spaces, continuing to encourage mask wearing in Force buildings and continuing to encourage keeping a 2m distance.

Force update: ACC Julia Debenham informed the chair that local gold groups are still meeting regularly to discuss and mitigate the impact of COVID on Leicestershire Police. ACC Debenham acknowledged that whilst the impact is still classified as a major incident, the number of staff/officer absences have reduced significantly, and this categorisation is likely to be reviewed in the coming weeks. However, the Force will continue to be cautious and monitor potential emerging COVID variants, and ensure plans adhere to the government guidance. The Chief Officer team informed the chair that they have full confidence in Op Talla (national police force's strategic response to COVID) as this has been continuously effective since in place.

Commissioner's response: The Commissioner raised no comments at the CGB.

Update: The force and OPCC has moved to return to normal working conditions within the national guidance and legislation. The workforce and its health and wellbeing continues to be monitored.

8. HMICFRS

The board agreed this item is to be deferred until 14/03/2022.

9. Police and Crime Delivery Plan

The board agreed this item is to be deferred until 14/03/2022.

10. AOB

No other business was raised.